## MISSION STATEMENT

The Department of General Services shall serve the public and all County employees with excellence, cost efficiency, and respect as a significant service provider for the County of San Luis Obispo.

Financial Summary	2004-05 Actual	2005-06 Actual	2006-07 Requested	2006-07 Recommended	2006-07 Adopted
Revenues	$ 3,045,785	$ 3,296,252	$ 2,966,536	$ 2,967,250	$ 2,967,250
Salary and Benefits	7,163,638	7,819,270	8,258,275	8,028,319	8,028,319
Services and Supplies	3,869,772	4,135,834	3,860,900	3,838,605	3,838,605
Other Charges	11,950	64,524	28,000	28,000	28,000
Fixed Assets	28,174	13,700	9,750	9,750	9,750
**Gross Expenditures	$ 11,073,534	$ 12,033,328	$ 12,156,925	$ 11,904,674	$ 11,904,674
Less Intrafund Transfers	1,360,814	1,658,495	1,334,590	1,334,590	1,334,590
**Net Expenditures	$ 9,712,720	$ 10,374,833	$ 10,822,335	$ 10,570,084	$ 10,570,084
General Fund Support (G.F.S.)	$ 6,666,935	$ 7,078,581	$ 7,855,799	$ 7,602,834	$ 7,602,834

Number of Employees
(Full Time Equivalent)
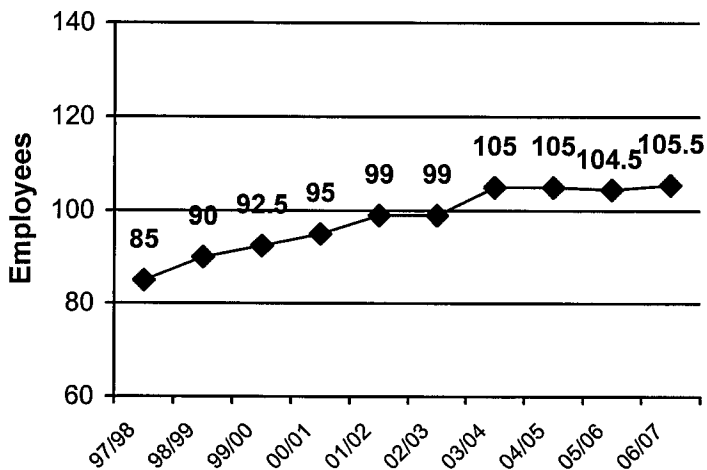
Source of Funds
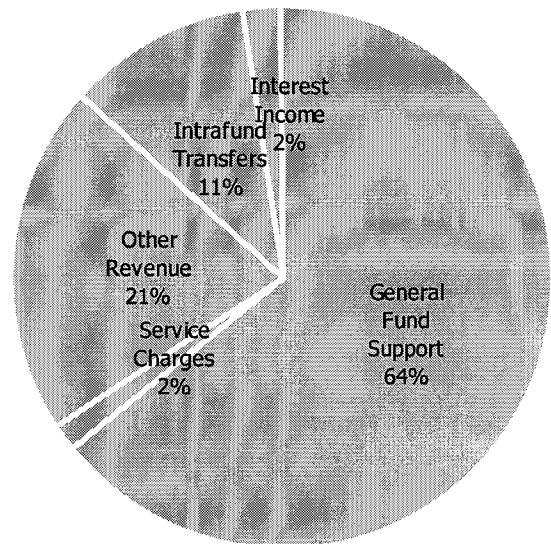
10 Year Expenditures Adjusted For Inflation

Expenditures ▬▬ ◆ Adjusted For Inflation

*Adopted
**Recommended
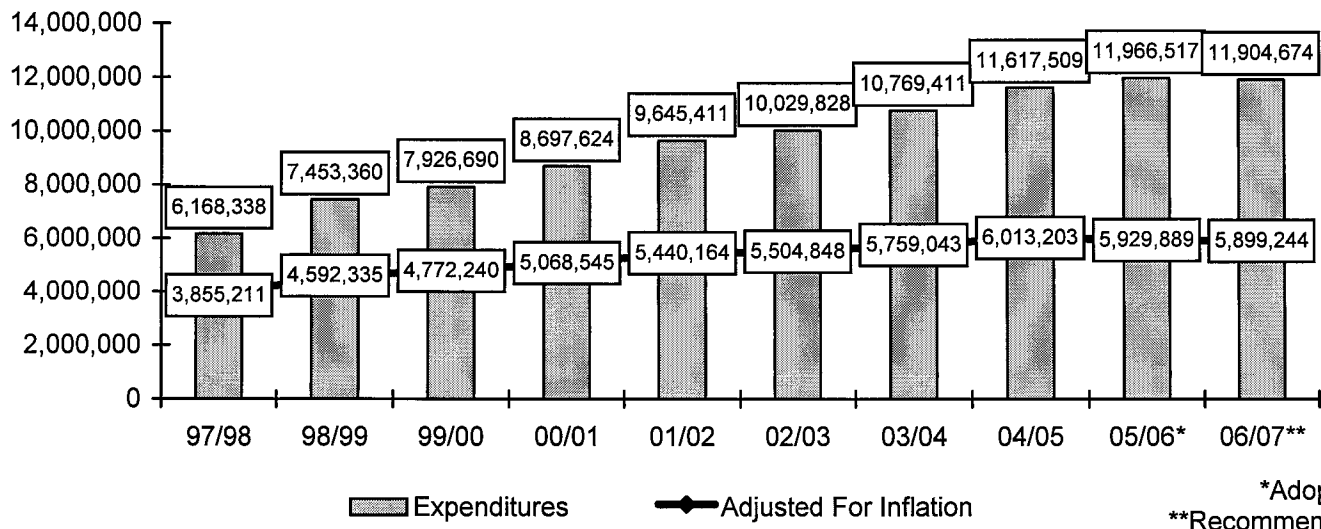
SERVICE PROGRAMS

Administration

Provide general management, supervision, accounting, and secretarial support to all divisions in General Services, County Airports, County Garage, Reprographics, Parks and Golf Courses.

Total Expenditures: $1,577,932 Total Staffing (FTE): 15.5

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: $1,246,661 Total Staffing (FTE): 11

Central Mail

Distribute interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail to take advantage of pre-sort discounts.

Total Expenditures: $710,155 Total Staffing (FTE): 2.5

Central Services

Manage the centralized purchasing program for all County Departments and the Special Districts which are under the control of the Board of Supervisors.

Total Expenditures: $427,753 Total Staffing (FTE): 5.5

Custodial Services

Provide general office maintenance, custodial services, and related supplies for County facilities.

Total Expenditures: $1,917,987 Total Staffing (FTE): 33

Facility Maintenance Services

Perform general operational maintenance and preventative maintenance of County-owned facilities utilizing in-house staff or contracted vendors depending upon the scope of the project.

Total Expenditures:$2,877,473 Total Staffing (FTE):30

Grounds Services

To maintain the landscaping of County buildings and facilities in a timely manner.

Total Expenditures: $401,006 Total Staffing (FTE): 3

Support to County Departments   D-263

Maintenance Projects and Utilities

To maintain and enhance utility services for existing County facilities.
Total Expenditures: $1,229,819 Total Staffing (FTE): 1

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permittor).
Total Expenditures: $1,515,888 Total Staffing (FTE): 4

DEPARTMENT COMMENTS

The primary functions of the Department of General Services are to (1) manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County buildings, (2) provide general custodial services for County facilities and lease sites, (3) perform operational and preventative maintenance of County facilities, (4) maintain the landscaping of County facilities, (5) manage the centralized purchasing program for all County Departments and the Special Districts under the control of the Board of Supervisors, (6) manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, (7) handle the interoffice and U.S. mail for all County Departments, (8) maintain and enhance utility services for County facilities, and (9) provide general management, administration, and accounting support to all divisions in General Services, including County Airports, County Fleet Services, Reprographics, County Parks and County Golf Courses.

The mission of the Department, as a significant service provider for the County of San Luis Obispo, is to provide these services to the public and all County employees with excellence, cost efficiency, and respect

Examples of results achieved in the past year: FY 2005-06

Customer Service – Our custodial and maintenance customer service surveys came back as high as last year, despite the fact that new buildings have come on-line and our custodial staff is handling approximately 35-40% more square footage than industry standards, and our maintenance staff is handling approximately 17% more square footage over industry standards. These remarkable results are due to extraordinary efforts put forth by the custodial and maintenance staff and their leadership.

Internal Business Processing Improvements – General Services is responsible for the County's utility programs, and with the enormous fluctuations in energy prices lately, this could translate into hundreds of thousands of dollars of savings. To aide in our management efforts, General Services recently purchased an Energy Management software system that will (1) provide more detailed reporting and forecasting for analysis and decision-making, and (2) improve our ability to monitor savings.

Financial Improvements –   The Board of Supervisors adopted an energy use policy presented by General Services for County operated buildings and facilities. It was intended to reduce energy use by 10% in 2005-06, which would have significant impacts on dollars spent due to the increased utility costs. Towards this effort, General Services Utilities Coordinator has met with amenable Departments to promote energy conservation techniques. Where groups or departments have complied fully with policy, significant energy has been saved. The General Services building at 1087 Santa Rosa has reduced energy use over 30% in the 2nd quarter of the fiscal year.

Employee Development –   The implementation of the County's new financial, human resources, and timecard systems had profound impacts on every General Services' business system, and all General Service employees. Previously, many General Services employees in the field did not need to operate a computer to perform their responsibilities (e.g. custodians, groundskeepers, maintenance mechanics, park rangers, greens keepers, reprographic technicians, garage mechanics, etc.) Now, the purchase of all commodities and services require a computer transaction, and the timecard system also requires computer input by every employee. So the transition posed more challenges to General Services with a substantial staff that do not sit at computer stations and do not routinely operate computer systems. Through heroic efforts by staff and line supervisors, and support of upper level managers and directors, the transition was successfully made.

Major Focus for FY 2006-07

Customer Service –   Customer Service will be a major focus as staffing levels continue to be a challenge as new facilities are brought on-line. 2006-07 will be the 1st full year the new 100,000 square foot Government Center is fully occupied, plus full utilization of the old Courthouse will occur, the new North County Regional Center facilities for the Sheriff and the Ag. Department will be brought on-line, and approximately 60,000 sq. ft of the Johnson Ave. site will be utilized by the newly re-organized Health Agency. Therefore achieving the same high satisfaction rating from our customers will probably entail a combination of adding staff and further paring services down to the most essential to our customer base as well as providing sufficient attention to the deferred maintenance areas of the facilities.

Internal Business Processing Improvements – General Services is making some changes in Custodial Services to perform more effective customer service. Outside routes are being reconfigured which will decrease the amount of "windshield time" or driving time done by custodians. They have also begun cleaning restrooms and doing vacuuming in the evening hours, which will eliminate some of the downtime in waiting for customers to move out of the way.

Financial Improvements –   General Services is contracting with an outside vendor to develop and write reports in SAP that will enable departments to better monitor their budgets. In addition that vendor is also working on a better reporting tool that will enable staff to better monitor the many Capital and Maintenance project budgets being completed.

Employee Development –   Due to the continued decrease in General Fund support available, General Services has virtually eliminated all employee professional development conferences and seminars (excepting those mandated by certain industry regulations). As General Fund monies are made available in the future, we hope to reinstate these conferences, seminars, and training opportunities to take advantage of information regarding advances, trends, and business practices pertinent to our varied industries within General Services.

RECOMMENDED BUDGET AUGMENTATION REQUEST AND RELATED RESULTS

Unit /Amount	Description	Results
Gross: $44,002 General Fund Support: $44,002	Add one Groundskeeper position (Due to the additional workload from the new Government Center and the North County Regional Center on staff, some landscaping maintenance projects have been deferred.)	• Declining state of landscaping at County buildings will be improved. • Long term savings in maintenance by avoiding major rehabilitation through proactive maintenance. • Stay within general guidelines of industry standards regarding the rate of groundskeepers to square footage maintained. • This new position will allow the staff to begin a systematic catch up of deferred projects. • Results should be evident within the first year of adding new staff.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget provides for a General Fund support cost of approximately $7.6 million, or 8%. Salaries and Benefits are increasing by 4% with the addition of a Groundskeeper position being recommended. Two requested Custodian and one Facilities Maintenance Mechanic positions are not being recommended at this time. These positions would be assigned to work at the Hospital Campus. As the exact date that the improvements to the Hospital Campus will be completed is not known, it is recommended that these positions be considered at a time closer to when improvements are completed.

Services and Supplies are recommended to decrease by 9%, or $386,952, primarily due to the transfer of over $525,000 in utility costs back to user departments that have their own meters. This is the beginning of a program in which utility costs will be paid by departments instead of by General Services as in past years. Having department pay their own utility costs enhances accountability and promotes energy conservation techniques as departments are expected to implement cost savings methods to cut utility costs by at least 10% per Board policy.

Revenues have decreased by 17%, or $640,886. This decrease can be attributed to, in part, the Clinical Lab closing and the Hospital Campus being vacant. There is also no "one-time" real property revenue from the sale of property as in FY 2005-06 and no rent from the SLO Child Development Center was budgeted for FY 2006-07.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

Communitywide Result Link: A well-governed community.

1. Performance Measure: Percentage of capital projects completed within their original budgeted cost estimate.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
75%	90%	75%	74%	80%	85%	80%

What: This is a measure of the percentage of projects completed within their budgeted allocations compared to the total number of projects completed within a fiscal year. This ratio gives the success rate of projects completed within budget.

Why: This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable and accurate cost estimating for the County's Capital Improvement Program.

How are we doing? It remains a challenge for Architectural Services to accurately estimate and establish budgets for Capital and Maintenance projects in a rapidly escalating cost environment with increasing legal requirements. Construction costs, petroleum & petroleum products and energy prices continue to rise at unprecedented rates. It also remains difficult to estimate projects 6 to 9 months before the projects are approved and potentially 12 to 15 months before they are started. This Division utilizes a multitude of tools and resources, including the implementation of data sharing between other Counties, to provide the most accurate estimates possible. While increasing costs result in expensive capital projects, the estimates prepared by Architectural Services are proving to be realistic and useful for effective budget planning.

Staff continues to conclude that completing 80% of construction projects within their budget is an aggressive target. During fiscal year 2005/2006, Architectural Services completed 52 projects, including the New County Government Center, with only 8 of the 52, or 15% exceeding the estimated amount. At 85%, Actual Results therefore, exceed the adopted target of 80% of projects being completed within their original budgeted cost estimate. It is important to note that 6 of the 8 projects that exceeded their budget were less than 2% over. Savings totaled approximately $1,043,000.

Department Goal: Provide timely and effective custodial services to all County Departments.

Communitywide Result Link: A well-governed community.

2. Performance Measure: Percentage of County departments rating custodial services as "good" to "excellent" in annual customer survey.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
93%	91%	90%	100%	65%	93%	80%

What: Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

Why: Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

How are we doing? Custodial Services continues, for this 05/06 fiscal year, to maintain a high level of customer satisfaction, at 93% satisfaction. Concerns of a low result (65% Adopted) due to new buildings coming on line with extra square footage to maintain and without additional staff, did not materialize as expected. Instead, two new staff were added, and adjustments were made to accommodate the added square footage, namely, the reorganization of routes, streamlining the operation through consolidation, and matching personnel and client to obtain the "proper fit."

3. Performance Measure: Square footage of office space cleaned per custodian.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
21,961 sq. ft./custodian	22,260 sq. ft./custodian	24,532 sq. ft./custodian	22,907 sq. ft./custodian	25,824 sq. ft./custodian	24,381 sq. ft./custodian	25,150 sq. ft./custodian

What: This measure shows the amount of office space each custodian is responsible for keeping clean.

Why: This measures helps to show the efficiency of our custodial staff.

How are we doing? Custodial industry standards state that one custodian is needed for every 18,000 square foot of office space to maintain an acceptable level of cleanliness in a facility. At the end of the 04/05 fiscal year, the custodial staff was handling approximately 27% over industry standards for square feet cleaned. At the end of this fiscal year 05/06, the staff is 35% over the industry standards. Once the renovation of the Johnson Avenue Health Center Campus is complete in 07/08, Custodial Services will add another 60,000 square feet. We will have to hired two more custodians to clean this new area, which will result in an increase in net square footage cleaned.

Department Goal: Provide timely and effective facility maintenance service to all County departments in a cost effective manner.

Communitywide Result Link: A well-governed community.

4. Performance Measure: Square footage of facilities maintained per Maintenance Mechanic.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
55,880 sq. ft./ person	59,025 sq. ft./ person	54,389 sq. ft./ person	53,277 sq. ft/ person	53,455 sq. ft./person	52,123 sq. ft./person	58,593 sq. ft./person

What: This measure shows the amount of space each maintenance mechanic is responsible for maintaining.

Why: This measure helps to show the effectiveness of our maintenance staff.

How are we doing? Maintenance industry standards call for one maintenance mechanic for every 49,000 square feet of facility space. Our 05/06 Actual Results of 52,123 sq. ft/ person is lower than our 05/06 Adopted target. Due to the fact we have been in a period of transition over the last few years with large facilities coming on line and many smaller facilities going off line, we are discovering a much more volatile statistical climate than we had previously anticipated. For instance, we have seen our square footage numbers decrease as one move offsets another. For a period of time, county departments were occupying both move out and move in facilities, thus doubling the square footage. But as the move was finally completed, we are now realizing what would appear to be a decrease in square footage. This year's square footage actually reflects a "settled" state and we would expect this to be a good baseline for years to come.

5. Performance Measure: Percentage of total person hours available dedicated to the preventive maintenance program.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
16%	12%	14%	14%	10%	11%	11%

What: This measure compares the maintenance person hour resources being dedicated to and utilized in the preventive maintenance program.

Why: The overall goal is to increase and enhance the preventive maintenance program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

How are we doing? In order to maximize the benefits of the PM program, our long-term goal is to have 40% to 50% of all maintenance completed via scheduled preventative maintenance. Current trends show Preventive Maintenance is in a decline due to a greater corrective work order demand. PM work order percentage also reflects the uncertainty of the transitional time. Demand work orders from new facilities were way up this last fiscal year. As with any move in, many requests for fine-tuning the environment occur. This was the case with "move ins" like the New Government Center and the North County Regional Center where we had numerous requests for hanging items, commissioning new equipment, follow up with contractors, etc. "Move outs" create added work in regard to patching, painting, key work and a multitude of other minor repairs. These factors combined, detract from our preventive maintenance program due to demand work order hours being abnormally high. Once again, we would expect this phenomenon to finally settle out and return back to a normal pattern allowing the hours dedicated to the preventive maintenance program to grow.

6. Performance Measure: Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
100%	100%	100%	100%	80%	99.5%	80%

What: Annual survey of user Departments would measure opinions about the condition of the facilities, the quality of staff service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

Why: All of our efforts to provide transparent facilities for client Departments ultimately comes down to the satisfaction and opinions of those end users. Periodic surveys help staff better measure those opinions.

How are we doing? Annual surveys are conducted in the 4th quarter of the fiscal year. Once again Maintenance had a near perfect record in regard to customer satisfaction. This is reflected in the fact of our quick turn around time for demand (requested) work orders. Statistics show 93% of work order requests from departments are started within 5 days of receipt. 68% are completed within 10 days. Couple these figures with the helpfulness and expertise of our mechanics, the maintenance division continues its excellent service.

Department Goal: Procure, negotiate, establish and manage leased space to support effective operations of County Departments (i.e. County as Lessee); negotiate, establish, and administer contracts with tenants of County-owned real estate (i.e. County as Lessor). Negotiate the purchase, acquisition, sale, transfer, and use of County-owned real property (buildings and land) managed by the Department of General Services to benefit the public interest.

Communitywide Result Link: A well-governed community.

7. Performance Measure: Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot for similar length leases.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
100%	95%	95%	100%	95%	100%	95%

What: Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square foot.

Why: To ensure the cost effectiveness of County leases.

How are we doing? Real Property Services negotiated 7 leases (County as tenant) where the lease terms began or renewed 07/01/05-06/30/06. All 7 (100%) were priced at less than or equal to market rate per square foot.

8. Performance Measure: Percentage of County Departments rating Real Property Services as "good" to "excellent" in securing and negotiating with tenants, landlords, permittees, and concessionaire's.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
Did not exist	Did not exist	New Measure for 2004-05	100%	90%	92%	90%

What: Annual survey of the top four department (Library, Social Services, Parks and Mental Health) managers who have utilized these services offered by Real Property Services during the fiscal year.

Why: To assist departments in achieving full utilization of County real estate assets, maximize revenue to the County, assist departments to make cost-effective moves to leased facilities, and provide a professional level of representation in negotiations between County departments and tenants, landlords, permittees, and concessionaires.

How are we doing? Real Property Services assisted several departments with the preparation of use and access permits and with the donation or sale/purchase of real property interests. We also terminated 13 leases during the period of 07/01/05 to 06/30/06, a process that increases opportunities for discord between landlord and tenants. Real Property Services achieved a rating of 92% satisfaction when our customers were surveyed.

Department Goal: Provide friendly, timely, accurate financial support services to the Department of General Services and other County Departments.

Communitywide Result Link: A well-governed and prosperous community.

9. Performance Measure: Percentage of interdepartmental survey respondents who rate Administration/Accounting services as "good" or "excellent" in the customer survey.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
Did not exist	Did not exist	100%	100%	90%	100%	90%

What: Surveys of customers provides a measure of customer satisfaction regarding staff responsiveness, courtesy, and accuracy of information.

Why: Our success in providing helpful service and accurate information is measured in the responses and opinions of our customers.

How are we doing? The annual survey is distributed in June of every fiscal year. The accounting staff continues to adapt well to the new County financial system's ever-evolving requirements, and staff continues to develop and revise best practices in order to best serve the customers.

Department Goal: Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

Communitywide Result Link: A Well-Governed Community.

10. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
100%	100%	100%	100%	100%	100%	100%

What: Results of a customer satisfaction survey.

Why: To ensure internal customers needs are satisfactorily met.

How are we doing? Surveys are conducted once a year in the 4th quarter. We realized same high satisfaction levels, even during the relocations of numerous Departments as a result of the Old Courthouse backfill project. First class postage is expected to rise another two cents in 2006/07, which will not affect services, but will affect Mail Services budget.

Department Goal: Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

Communitywide Result Link: A Well Governed Community

11. Performance Measure: Percentage of purchasing transactions reviewed for competitive pricing.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
20%	28%	20%	24%	20%	20%	20%

What: A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

Why: To encourage market competition among suppliers of goods and services and assure cost effectiveness.

How are we doing? The industry standard estimates that 20% of the purchasing transactions usually encompass 80% of the total dollars expended. Purchasing is continuing to meet industry standards by competitively sourcing all large dollar purchases.

12. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
98%	98%	100%	100%	100%	100%	100%

What: Results of a satisfaction survey.

Why: To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County departments.

How are we doing? A new customer satisfaction survey was conducted in the 4th quarter. We continue to reflect 100% performance in customer satisfaction. Purchasing staff is proactive in meeting all customer needs.